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Special Report on the Consultant Advisory to the
Servicio de Información Técnica a la Indus-
tria from Bolivia

From 14th to 18th February

From: Dr. Víctor D. Martínez C.
Director
Servicio de Información Técnica
CENDES
P.O. Box 5833
Guayaquil - Ecuador

For: Mr. John Woolston
Director
Information Sciences Division
IDRC
P.O. Box 8500
Ottawa
Canada

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Introduction

^{This consultancy}
The advisory job done by the ^{undersigned} subscribe with the SITI of Bolivia from March 14th to 18th of 1977, has been considered, in this report, as a continuation of the ^{earlier} ~~prior~~ ^{consultancy} ~~advisory~~ ^{undertaken} realized in November of 1976 with charge to "Recipient-Administered Funds" for ^{the} orientation ^{of} to SITI's staff in La Paz.

During the ^{earlier} ~~prior~~ visit, ^{was programmed} a minimum of activities, that should - be ^{realized}, with a fairly precise distribution of time; a copy of the report (with recommendations to DGNT on the necessary conditions for the future development of SITI) were sent to the responsible personnel of IDRC.

Worried by the complex situation found ^{during} ~~on~~ my November's visit, I considered it necessary to discuss, with Ramiro Beltrán in Bogotá, ~~on~~ the subject after the completion of the mission. In this meeting we had the opportunity to ^{have} a positive interchange of opinions about the situation of the SITI, determining that, from an administrative and technical point of view, ^{existed} serious doubts ^{about} the operational continuity of the SITI ^{as soon as} the project - of IDRC finishes in ^{over} August 10., 1977.

The ^{current} ~~present~~ joint ^{consultancy} ~~advisory~~ visit with Ing. Jorge Ordáz from INFOTEC/CONACYT, and George Clement from IDRC, was ^{designed} to ^{basically} evaluate the activities ^{realized up to this moment}, and ^{for the planning of} all the activities that must be carry on by the SITI staff ^{until} August 10., 1977, including the consultancy by the experts.

Unfortunately, the unique ^{only} regular operation up to this moment ^{has been} is the publication of Noticias Técnicas (since December of 1976) ^{and} other activities, in a - limited scale, should ^{still} be implemented as a result of the training of - Carlos Garvizú in Ecuador for a month, in January.

For these reasons the advisory group determined that there is nothing to ^{be} evaluate in the field of Technical Inquire Service because of the lack of infra structure; besides, ^{it} was impossible to begin any kind of visits for industrial extension, as there were ^{no} ~~any~~ services to offer to industry.

Also, the survey to users was paralyzed, in spite of the ^{program} ~~programation~~ ^{undertaken} realized in November; furthermore, the orientation given to the survey as a source of information on the technological level of Bolivian enterprises was considered not to be the most appropriated to the conditions of Bolivia in general and the SITI in ^{particular} ~~specific~~, and it had to be redirected toward an evaluation of the responsiveness of the existing potential market to this kind of services.

Therefore, ^{it} was decided to give ^{and} special emphasis to the implementation of the survey that must be finished ^{until} June 30 of this year, doing a reprogramming of the activities of SITI, being the elaboration of the Final Report in charge of the advisors, and leaving to SITI's personnel the labor of liaison and filling of questionnaires (legwork).

During this week of ^{consultancy} ~~advisory~~, was possible to accomplish the following results:

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- 1.- ^{being} ~~Planification~~ of the training program for SITI's personnel.
- 2.- Programming ~~of~~ the activities of the consultants and SITI personnel in the survey of users.
- 3.- An itemized programming according to ^{that} ~~the~~ indicated in the ^{an} ~~Anexe~~ of the whole survey up to the Final Report.
- 4.- Additional orientation ^{for} ~~to~~ SITI's personnel, basically in the services that must be offered within the program of Technical Inquiry ^{Service}.
- 5.- An effort of coordination for the different parts of the project, such as DGNT's Director, SITI's personnel, IDRC and personnel of ^{is} ~~advisors~~.

The work ^{completed} ~~realized~~ by the group of advisors with George Clement was intensive, but I believe ^{it is} ~~necessary~~ to ^{send} ~~emit~~ this special report to IDRC, with some ~~observations~~ ^(strictly personal), that must be judged as my personal concern, ^{for} ~~of~~ the future development of SITI because of existing internal factors, ⁱⁿ ~~to~~ my opinion, ^{pressure} ~~give~~ a high percentage of probabilities, that, at the end of the project, the SITI's operational capability could be severely limited.

Reference Points on SITI's Problems

- 1.- The ^{new} ~~executivity~~ and management level of DGNT's (and specifically of SITI's) personnel are too low; for this reason, there is a ^{mis-} ~~dis-~~coordination of all ~~the~~ activities. Characteristic of this mismanagement are the following examples:
 - a) An almost complete collection of Chemical Abstracts, with a price of US\$ 6.000,00 dollars, - a basic tool for the organization of the department of Technical Inquiry ^{Service}, - ^{has been} ~~lies~~ in customs for over 50 days because of the difficulties to ^{it} ~~emit~~ a check for some US\$ 40 dollars ^{to} ~~that~~ cover the cost of customs handling duties.
 - b) The situation is such that they consider ^a ~~as~~ very fast a process, a period of 7 calendar days for obtaining per diems and travel tickets for ^{movement} ~~mobilization~~ to other town.
 - c) Because of the low salaries, there is a great rotation of personnel, and the ~~des~~ ^{demoralization} of ~~the~~ personnel is very strong.
- 2.- I consider ^{being} ~~that~~ Ing. Garvizú, Head of the SITI and directly responsible for the project, doesn't meet the technical conditions to carry out the process of implementation of the operation because of the following factors:
 - a) ^(lasting) ~~At~~ his training ^{lasting} ~~for~~ 30 days) in Ecuador he didn't show the ^{talent's} ~~conditions~~ required for the management of a program as complex as this.

- b) Before his visit to Ecuador, he had training in Mexico and Guatemala and has been ⁱⁿ charge of the program for two years; in spite of that, - the only result up to this moment is the publication of "Noticias Técnicas" in the last three months.
- c) In spite of his residence ⁱⁿ in the United States for over one year his knowledge of ^{the} English is very limited.
- d) His conception of the program is weak, and, in the design of the program of training, I could observe that in the selection of personnel the criterion ^{was} was that everybody must travel someplace, otherwise - they are going to work unenthusiastic, ^{no} no matter ^{ing} if, already exist ^{any} doubts ^{on} some of them about his technical capacity ⁱⁿ in future tasks.
- 3.- The executive personnel from DGNT and the SITI have not knowledge of ^E English, which, together with the lack of a bilingual secretary, ^{prevents} forbids the necessary communication in this language. Besides, it is necessary to - consider that the activities of information-transfer to industry require a good knowledge of ^E English for the analysis of information; therefore, if there is not ^{an} effort of the personnel to learn ^E English the - possibilities for the implementation of the program of Technical Inquiry Service will be too limited; therefore, ^{it} has been necessary to recommend that Ing. Garvizú take an intensive course in ^E English, before his leaving ^{to} Ottawa in June.
- 4.- Besides, it is necessary to keep in mind that the relations between Ing. Cáceres, DGNT's Director and Ing. Garvizú, Head of SITI are extremely - tense which ^{doesn't} permit a good working understanding.
- 5.- I also consider that the interest of Ing. Cáceres in the SITI will ^{continue} as ^{long} as ^{will} (exist) funds from IDRC and OAS for its functioning; but, - as soon as this project ^{would} disappear, the activity of SITI, ^{probably} will be seriously reduced and remain in operation, if at all, only ⁱⁿ the regular publication of Noticias Técnicas.
- 6.- Within this policy, the DGNT's Director, is ^{realizing} an intensive ^{campaign} ^{to} ^{avoid} that the National System of Information, in actual implementation, ^{could} have a central coordination body outside ^{of} the DGNT influence, because he considers, in this way, it is possible to channel - more funds from international organizations.

Recommendations

For all these reasons, I consider that the IDRC must plan its activities - keeping in mind that at the end of the project, the financial opportunity - given to SITI could fail; ^{and} therefore, ^{it} is possible that the operation of - its services ^{would} come to a stop; for this reason, ^{it} is necessary to take the following preventive actions:

- 1.- To give ^a special emphasis to the training program of SITI's personnel,

in order to accomplish, at least, that at the end of the project the trained personnel could be transferred to other projects of the National System of Information that will require qualified personnel. The emphasis of the project must be given to the training of personnel.

- 2.- Also, must be given ~~a~~ ^{the} top high priority to the program of acquisition of some bibliographical infrastructure, which will guarantee that the trained personnel can implement their information-transfer service, within the project, or any other project implemented within the National System of Information.
- 3.- Because of all the problems and delays that ~~has had~~ ^{has} (the project) up to the present moment, it is necessary to ~~make~~ ^{allow} an extension of three months, I consider that the project ~~must~~ ^{should} be extended until December 10., 1977; but, about this extension, ~~it~~ ^{it} must not be notified, the DGNT's personnel.

In this way, ~~it~~ ^{it} will be possible to ~~keep~~ ^{maintain} the necessary pressure of work ~~on~~ until August 1st., for ~~the~~ ^{for} accomplishing the intended objectives of training, acquisition of infrastructure, experiences in visits of industrial extension and ~~beginning of~~ ^{beginning of} technical inquire service's operation, ~~remaining~~ ^{allowing} the additional period for ~~determining~~ ^{the} the SITI, with all the financial help and opportunities ~~obtained~~ ^{reserved}, is in condition to carry out, by themselves, the activities of information to industry, at least in a small scale.

- 4.- Within the ~~prior~~ ^{previous} recommendation, ~~would be convenient to consider, in the~~ ^{it} program of Post-Project Training, the possibility to ~~train~~ ^{my} additional personnel, if, ~~until~~ ^{until} August 1st., ~~arise~~ ^{arise} (additional necessities), or for contracted new personnel as promised by Ing. Cáceres. This training must be very specific, and ~~last~~ ^{it} for not more than 30 days each ~~one~~.
- 5.- Within the ~~prior~~ ^{previous} recommendations, I consider that the IDRC must do a Final Report ~~of~~ ^{on} the results obtained by the project, considering all ~~internal and external problems involved,~~ ^{and also the} future possibilities of the project, ~~on which~~ ^{for} (should participate) the advisors ~~that~~ ^{who} has been working with the SITI, Ramiro Beltrán and George Clement. This report ~~of~~ ^{on} evaluation - should ~~last~~ ^{take} no more than a week, but I consider it could be ~~at~~ ^{an} useful tool for the IDRC, for ~~the~~ ^{the} future evaluation of the conditions needed for success in the financing of any other project of information to industry, that ~~could handle~~ ^{it} (IDRC) in other countries, because it is necessary to avoid ~~that the~~ ^{that} possible bad experience of Bolivia, ~~could reflect a negative position to the evaluation of financing for future requests in projects similar to SITI.~~ ^{which}
- 6.- Because of the financial problems that exist in the SITI, I consider ~~it~~ ^{it} necessary ~~that the~~ ^{that they should be} funding through the National Research Council of Canada, of an bank account ~~to~~ ⁱⁿ the name of SITI, in an amount of 2.000 dollars, for acquisition of documents identified in the operation of Technical Inquire Service. This fund of 2.000 dollars ~~will~~ ^{will} be replenished by the SITI for regular operations in the future.
- 7.- To consider the possibility, through UNIDO, ~~to~~ ^{of appointing} ~~designate~~ a special advisor

in information to industry for a minimum period of one year, to work as-
cribed to SITI, in the development and ^{provision} carry on of operations ^{applied} since Decem-
ber 1st., 1977, ^{because} as the SITI will have, at that time, reserves of trained -
personnel and a good bibliographical infrastructure. In spite that, this
recommendation is not ^{only} of competition ^{for the} to IDRC, ^{but} its implementation, through
the National System of Information, (where IDRC has a good leverage,) could
guarantee the necessary continuity of the program after the end of the -
project.

CALENDARIO DE ACTIVIDADES PARA REALIZAR LAS VISITAS A
INDUSTRIAS PARA LA DETERMINACION DE LAS NECESIDADES DE
INFORMACION

Febr.			<u>CG</u>	<u>HS</u>	<u>JC</u>	<u>AA</u>	<u>JO</u>	<u>VM</u>
17	Objetivos		x	x			x	x
18	Cuestionario + guía (im- presión)		x	x			x	x
21	Universo de empresas + muestra		x	x			x	
22	Universo de empresas + muestra		x	x			x	
23	Visitas	6 V	x	x	?	?	x	
24	Visitas		x	x	?	?	x	
25	Retroalimen- tación		x	x	x	x	x	
28	Visitas			x	x			
Marzo 1º	Visitas	2Vxd 10V	x			x		
2	Visitas			x		x		
3	Visitas		x		x			
4	Visitas		x	x				
7			x		x			
8			x			x		
9			x		x			
10			x			x		
11			x		x			
14			x			x		
15			x		x			
16			x			x		
17			x		x			
18			x			x		
21			x		x			
22								
23			x		x	x		
24			x			x		
25			x		x			
28			x			x		
29			x		x			
30			x			x		
31			x		x			
Abr. 1º			x			x		
4								x Ev+Cont
5								x Retroali-
6		2V	x					x mentación
7	(ojo)	2V	x					x Varlos

			<u>CG</u>	<u>HS</u>	<u>JC</u>	<u>AA</u>	<u>JO</u>	<u>VM</u>	
	11		x					x	
	12	Visitas 12V	x					x	
	13	Sta. Cruz	x					x	Sta. Cruz
	14		x					x	
	15		x					x	
	18								
	19								Estudio
	20								Económico
	21								
	22								
	25		x	x		x			
	26	Visitas 12V	x	x					
	27		x	x					
	28		x	x					
	29		x	x					
Mayo	3								
	4	4V		x		x			
	5			x		x			
	6								
		63 V							
		39(L.P.)+24 Int.							
	9								
	10								
	11								
	12								
	13	1Vxd = 10V							
	16								
	17								
	18								
	19	1V x d							
	20								
	23								
	24								
	25	Oruro = 8V							
	26								
	27								
	30								
	31								
Junio	1º	Sucre 10V							
	2	Tarija							
	3								

CGHSJCAAJOVM

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io 1^a

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226V
finalesPreparación
y entrega
del informe

16V(L.P.)+ 18V(Int.)
39V(L.P.)+ 24V(Int.)
55V(L.P.)+ 42V(Int.)
Total 97V+ Formal

— FERIADOS

V = VISITAS

d = DIA

/ = VIAJE DE FUNCIONARIOS DEL SITI

/ = LLEGADA EXPERTOS